



**Office of Climate Change, Energy Efficiency  
and Emissions Trading**

**Annual Report**

**2010-11**

## **Message from the Minister Responsible for the Office of Climate Change, Energy Efficiency and Emissions Trading**



I am pleased to present the 2010-11 Annual Report for the Office of Climate Change, Energy Efficiency and Emissions Trading in accordance with its requirements as a category two government entity under the Transparency and Accountability Act. The Office is a central agency in Executive Council. On October 28, 2011 I became the Minister formally responsible for this entity. My signature below is indicative of my accountability for the reported results.

Climate change and energy efficiency are key issues that have environmental, social, and economic dimensions. They impact all parts of society from individuals and households to industrial and commercial businesses, and present both opportunities and challenges for our province. This is why the Provincial Government is committed to providing the leadership necessary to take action. The Office of Climate Change, Energy Efficiency and Emissions Trading is the lead entity on policy and strategy development on climate change and energy efficiency within government. It was established in 2009 in recognition of the importance our government places on these challenges, the need to raise the profile of these issues, and the requirement of enhance government's capacity to address them. The Office provides expert analysis and strategic advice to government on how to address climate change and energy efficiency and, as a central agency, it works collaboratively with departments to support the consideration of these issues in their work.

The Office continued to focus on advancing the Province's capacity to respond to climate change and promote action on energy efficiency in 2010-11. During the past year, the Office sought to deepen and widened external engagement and, to this end, released a public discussion document, hosted a series of consultation sessions across the province, and led a structured dialogue with our large industrial companies. The Office also raised the province's profile on these issues in intergovernmental forums and explored the policies, measures and good practices adopted elsewhere. A sound evidence base is a critical component to making informed decisions, and the Office has worked hard to increase government's understanding of the data, information and the best ways forward. These efforts culminated with the development of a Climate Change Action Plan and Energy Efficiency Action Plan which, as committed in the 2011 Speech From The Throne, will be released in 2011-12.

As Minister, I am accountable for the results that are reported in this document. I take pride in the work of this Office and what has been achieved. Government has developed a strong foundation and I look forward to building on it in the years to come.

A handwritten signature in dark ink, appearing to read 'Terry French'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Honourable Terry French  
Minister Responsible for the Office of Climate Change, Energy Efficiency and  
Emissions Trading**

## Table of Contents

1.0	Overview.....	4
2.0	Values.....	4
3.0	Vision .....	5
4.0	Mandate.....	5
5.0	Mission .....	5
6.0	Lines of Business .....	5
7.0	Report on Performance .....	6
8.0	Opportunities and Challenges.....	12
9.0	Financial Summary.....	14
	Appendix A.....	15

## 1.0 Overview

The Office of Climate Change, Energy Efficiency and Emissions Trading was established in 2009 as a central agency within the Executive Council. The Office was established to enhance the Provincial Government's capacity, act as a broker to support the integration of climate change and energy efficiency across government, and demonstrate the government's commitment to action in the high-profile and important areas of climate change and energy efficiency. The Office is raising the profile of these issues across government, strengthening government's capacity to address them, and providing policy and strategic advice on the way forward for our province.

The Office is the lead government entity for policy and strategy development on climate change and energy efficiency, and is responsible for the development of a Climate Change Action Plan and Energy Efficiency Action Plan which will be released in 2011-12. The Office works to strengthen government's evidence base, which includes projections of the province's greenhouse gas emissions, research on the impacts of climate change, exploring key policy issues such as energy efficiency standards and building codes, and liaising with outside entities and stakeholders to garner their input and expertise. The Office also represents the province at an official's level with the Federal Government, other provinces, industry and other stakeholders on policy matters related to climate change and energy efficiency.

As the Office is responsible for issues that cut across a large number of policy areas, staff work collaboratively with the other departments to develop well-informed policies and strategies. The Office does not have responsibility for the delivery and implementation of programs and services, including regulatory matters, which fall within the mandates of various departments. For example, the Department of Environment and Conservation is responsible for the management of the Green Fund and Atlantic Climate Adaptation Solutions program, and the Department of Natural Resources and the Newfoundland and Labrador Housing Corporation implement household energy efficiency retrofit programs.

The Office is currently comprised of five staff members (three female and two male) and is located on the 5<sup>th</sup> Floor, West Block, Confederation Building, St. John's.

For the fiscal year 2010-11, the Office expended \$898,600 to accomplish its mandate. This funding was used for salary and operating costs, and for professional service contracts to support the development of the new Climate Change Action Plan and Energy Efficiency Action Plan. Additional financial detail is provided in Section 9 below.

## 2.0 Values

The Office of Climate Change, Energy Efficiency and Emissions Trading is a new organization with a culture founded on achieving excellence, producing high-quality and innovative work for clients, and working collaboratively with internal and external stakeholders and other governments. Operating in a team environment, the Office focuses on achieving success by adhering to the highest professional and ethical standards and the following values:

Professionalism	<ul style="list-style-type: none"><li>• Produce high-quality work and take initiative wherever possible</li><li>• Commit to working together effectively</li></ul>
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Collaboration	<ul style="list-style-type: none"> <li>• Commit to building strong and effective relationships</li> <li>• Share information and maintain open communication with clients</li> <li>• Work to develop a common vision with clients</li> </ul>
Respect	<ul style="list-style-type: none"> <li>• Consider the differences of opinions, values, beliefs, and culture</li> <li>• Acknowledge the competencies and contributions of his/her colleagues</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Continuously seek out new and better ways to meet business and operational challenges</li> </ul>

### **3.0 Vision**

The vision of the Office of Climate Change, Energy Efficiency and Emissions Trading is of a province that achieves economic, social and environmental success by effectively integrating progressive action on climate change and energy efficiency.

### **4.0 Mandate**

The mandate of the Office is to lead strategy and policy development across government in the areas of climate change, energy efficiency and emissions trading.

### **5.0 Mission**

By 2017, the Office of Climate Change, Energy Efficiency and Emissions Trading will have advanced the province's capacity to respond and adapt to climate change.

The mission statement identifies the priority focus areas over two planning cycles. It represents the key longer-term results that the Office will be working towards as it moves forward on the strategic directions of government. As a new entity, the Office tabled a one-year transitional plan in 2009-10 and included a mission statement covering 2010 and the next two planning cycles to 2017. It will report on activities in support of its mission statement at that time.

### **6.0 Lines of Business**

The Office of Climate Change, Energy Efficiency and Emissions Trading is responsible for three lines of business relevant to its mandate:

- Policy and strategic advice;
- Support and coordination; and
- Research and analysis

### **Policy and Strategic Advice**

Climate change and energy efficiency are complex and growing challenges, and the Provincial Government recognizes the need for dedicated capacity and expertise in this area. The Office provides expert advice to government. This includes raising awareness about climate change energy efficiency, enhancing government's evidence base, reviewing policies and measures deployed by other jurisdictions and considering their relevance and/or implications for Newfoundland and Labrador, and consulting with external stakeholders, such as the electrical utilities and large industrial companies, to share information and better understand their priorities and perspectives.

### **Support and Coordination**

Climate change and energy efficiency affect all sectors of the economy and all parts of society. This means that Provincial Government departments need to better understand the implications for their policies, programs, services, and regulatory and legislative work so that they can integrate the issues into their work. The Office provides specialist knowledge and expertise to support departments and drive action. The Office ensures that government takes a coordinated approach to the opportunities and challenges. The release of the Climate Change Action Plan and Energy Efficiency Action Plan in 2011 will provide a structured framework to inform next steps for this line of business. The actions in the plans will span a notable number of departments and entities.

### **Research and Analysis**

Effective action on climate change and energy efficiency must be based on a sound evidence base of analysis and research. The Office is responsible for undertaking analysis and collecting policy-relevant information from a variety of sources to provide evidence-based policy advice in areas such as greenhouse gas reduction, climate change adaptation and energy efficiency. This work includes identifying and addressing information and data gaps through a systematic, long term approach that includes the use of both internal and external expertise.

## **7.0 Report on Performance**

The activities and performance of the Office of Climate Change, Energy Efficiency and Emissions Trading are in support of the Provincial Government's strategic directions for the Office (Appendix A). The Office recognizes that these strategic directions are long term in nature and expects that its activities in 2011-12 and beyond will further support these directions.

#### **2010-11 Objective:**

By March 31, 2011, the Office will have established a strong foundation to support the advancement of the province's capacity to respond and adapt to climate change and promote energy efficiency.

The main elements of the Office's 2010-11 workplan in support of this objective were to increase the Provincial Government's awareness of, and capacity to address, climate change and energy efficiency. To this end, the development of a Climate Change Action Plan and an Energy Efficiency Action Plan in 2010-11 will establish a long-term framework to allow



government to take forward comprehensive and transformative action on climate change and energy efficiency. The Office consulted broadly to support its work, and it strengthened the evidence base through policy analysis, data development and specialized studies. The Office also worked to build the province's profile through representing the province at an official's level at various national, regional and international forums. This work strengthened the province's capacity to address the complex and long-term nature of these policy matters, their impact on the mandates of departments and agencies, as well as potential economic, social and environmental benefits and risks. Specific details are provided below based on indicators outlined in the Office's 2010-11 Business Plan. These elements have established a foundation that will be used by the Office to implement its mandate in future years.

**Measure:**

Established a strong foundation.

Indicators	Activities in 2010-11
<p>Concluded a strategy and policy development process in consultation with other departments including the Departments of Natural Resources and Environment and Conservation.</p>	<p>Drafts of the Climate Change Action Plan and Energy Efficiency Action Plan were developed. The March 21, 2011 Speech From the Throne indicated that the provincial government will release these documents in 2011-12.</p> <p>A consultation process on climate change and energy efficiency was conducted in 2010. This included the release of a public discussion paper on May 31, 2010 and raising awareness of the paper through advertisements in regional newspapers. The discussion document elicited 21 written submissions to government. The release of the discussion document was complemented by 13 consultation sessions held through the province in June 2010. A large number of entities and stakeholders were invited to the sessions including representatives from industry, academia, municipalities, labour organizations, and the voluntary and not-for-profit sector.</p> <p>A public opinion survey was conducted in fall 2010 to gauge public awareness and attitudes on climate change and energy efficiency. This survey further explored issues that were highlighted during the consultation process and addressed areas on which government was seeking additional input.</p> <p>Bilateral consultations were held with 11 large industrial companies present in the province to examine potential ways to reduce greenhouse gas emissions from this sector. These companies cover key economic sectors: oil extraction, oil refining, mining, newsprint and electricity generation.</p> <p>An energy efficiency working group was established with the Department of Natural Resources and the electrical utilities (Newfoundland and Labrador Hydro and Newfoundland Power). This group was established to enhance structured dialogue and analysis</p>

	<p>on the current and future directions on energy efficiency.</p> <p>The Nunatsiavut Government and Innu Nation were engaged to secure guidance on the implications of climate change in northern Labrador. This input was sought to support the commitment to develop a Climate Change Adaptation Strategy for northern Labrador, which was made in the Northern Strategic Plan and will be fulfilled with the publication of the Climate Change Action Plan. These dialogues were supported by input from academic experts that are knowledgeable on climate change in northern Labrador.</p> <p>The province's participation in intergovernmental processes was strengthened which served to inform strategy development (detailed below).</p>
<p>Provided input across government to support the consideration of climate change and energy efficiency matters in departmental policy and program development.</p>	<p>Interdepartmental processes were established to support the development of the Climate Change Action Plan and Energy Efficiency Action Plan, and departmental considerations of how to better incorporate climate change and energy efficiency matters into their work. Departments that were engaged included, among others, Environment and Conservation, Natural Resources, Finance, Innovation, Trade and Rural Development, Municipal Affairs, Transportation and Works, and Intergovernmental Affairs Secretariat. This process included dedicated sessions with Ministers, Deputy Ministers and Assistant Deputy Ministers to increase the cross-departmental understanding of climate change and energy efficiency and the implications for government. The Office also chaired a Deputy Ministerial committee to secure high-level guidance on the way forward on climate change and energy efficiency. These formal meetings were complemented by significant interdepartmental collaboration as issues arose.</p> <p>Upon request, the Office provided input to forums that other departments were hosting to provide a perspective on climate change and energy efficiency. This included, for example, an executive retreat held by the Department of Innovation, Trade and Rural Development and a staff learning session organized by Cabinet Secretariat.</p> <p>The Office participated on interdepartmental committees to provide input on climate change and energy efficiency matters, including the Provincial Coastal and Oceans Network and Build Better Buildings committee. It contributed to policy development and program implementation work in areas including the Green Fund, "green" economy sectoral development, food security, forestry research, peat and biomass policy development, and the development of a second coastal Labrador energy efficiency pilot project.</p>



	<p>The Office worked with departments across government to develop a comprehensive overview of existing expenditure programs that support the horizontal theme of climate change and energy efficiency, and identify and analyze possible priorities for Budget 2011.</p>
<p>Promoted the advancement of Newfoundland and Labrador's interests on climate change and energy efficiency at intergovernmental forums.</p>	<p>The Office represented the province at an official's level on national working groups on domestic climate change policy. Policy matters discussed in 2010-11 included potential impacts of policy harmonization with the US, passenger and heavy vehicle regulations to reduce transportation emissions, industrial sector regulation, data collecting and reporting, GHG emissions projections to 2020, and climate change adaptation.</p> <p>The Office represented the province at an official's level on national working groups on international climate change policy. The focus in 2010-11 included preparations for the United Nations climate change conference in Mexico in November-December 2010. The Minister of Environment and Conservation and two officials from the Office attended this event.</p> <p>The Office represented the province on standing committees of the Conference of New England Governors and Eastern Canadian Premiers (NEG-ECP) including the Climate Change Steering Committee, Transportation and Air Quality Committee and the Northeast International Committee on Energy (the latter in partnership with the Department of Natural Resources). The NEG-ECP consists of the five eastern provinces and six new England states. Activities in 2010-11 covered a broad range of areas including assessing progress made pursuant to the NEG-ECP's regional greenhouse gas reduction targets, promoting the benefits of energy efficiency investments, building codes and product standards within the region, enhancing climate change adaptation capacity, and refining longer term regional GHG emissions projections.</p> <p>The Head of the Office/Senior Policy Advisor to the Premier on Climate Change, Energy Efficiency and Emissions Trading gave several presentations to intergovernmental forums including:</p> <ul style="list-style-type: none"> <li>○ In June 2010 to the Energy Council Conference which was held in St. John's. The Energy Council is a legislative organization of 12 US energy-producing states ranging from the Gulf of Mexico to the Arctic Ocean that produce more than 80 per cent of U.S. oil and gas output. Six Canadian provinces (Newfoundland and Labrador, British Columbia, Alberta, Saskatchewan, Nova Scotia and New Brunswick) and Venezuela are the Energy Council's six international affiliates. The Office's presentation focused on provincial climate change policy commitments and potential</li> </ul>

	<p>actions to reduce GHG emissions.</p> <ul style="list-style-type: none"> <li>○ In July 2010 to the Conference of New England Governors and Eastern Canadian Premiers meeting in Massachusetts on innovative international approaches to climate change and energy efficiency.</li> <li>○ In March 2011 to the Senate Standing Committee on Energy, the Environment and Natural Resources during their hearings held in St. John's on a sustainable energy strategy for Canada. The Senate Standing Committee, established in 1984, is mandated to examine matters relating to energy, the environment and natural resources (excluding fisheries and forestry resources), pipelines, transmission lines and energy transportation, and other energy-related matters. The presentation focused on the province's policy priorities.</li> </ul>
<p>Worked to strengthen the province's climate change and energy efficiency data and information to inform policy and program development.</p>	<p>The Office made progress in a number of broad policy areas on climate change and energy efficiency including:</p> <p><u>Greenhouse Gas Mitigation</u></p> <ul style="list-style-type: none"> <li>○ Developed a set of provincial GHG projections for the province to 2020 that take into account key developments such as anticipated future projects like the Muskrat Falls hydroelectric project, which is Phase 1 of the broader Lower Churchill project. These projections will be published in the forthcoming Climate Change Action Plan, expected to be released in 2011-12.</li> <li>○ Examined the impacts of carbon pricing on the province as it relates to various policy options to reduce greenhouse gas emissions. This work included the hiring of a leading national consultant familiar with modeling the impacts of carbon pricing. The Project Steering Group was chaired by the Office and included the Departments of Natural Resources and Finance. This consultant's report is published on the Office's website.</li> </ul> <p><u>Climate Change Adaptation</u></p> <ul style="list-style-type: none"> <li>○ Partnered with Professor Norm Catto of the Department of Geography in Memorial University to complete a literature review of climate change adaptation studies in the province. The review identified gaps for future research relating to sectors of the economy and locations within the province. This study is published on the Office's website.</li> <li>○ Work has been initiated on examining the state of climate change monitoring capabilities in Newfoundland and Labrador and the key needs of the user communities across the public, private and academic sectors. This work is expected to be finalized in 2011-</li> </ul>

	<p>12 and is intended to inform future directions relating to strengthening the province's ability to monitor changes in the climate and develop appropriate decision-making tools for the province and its communities.</p> <p><u>Energy Efficiency</u></p> <ul style="list-style-type: none"> <li>○ Partnered with the Department of Natural Resources to disseminate energy supply and consumption data and projections. Projections will be published in the forthcoming Energy Efficiency Action Plan, expected to be released in 2011-12.</li> <li>○ Commissioned an inventory of residential, commercial, industrial and transportation energy efficiency programming in Canada, including best practices and lessons learned. The Project Steering Group was chaired by the Office and included the Department of Natural Resources and the electrical utilities.</li> <li>○ Partnered with the Department of Finance on economic analysis of the impacts of investments in energy efficiency. The results of this work will be published in the Energy Efficiency Action Plan in 2011.</li> <li>○ Work has also been initiated to review energy and economic models in Canada and elsewhere that could inform future energy and emissions modeling and analysis. An expert modeling firm has been engaged to support this work, which is expected to be finalized in 2011-12. The Office is working with the Departments of Finance and Natural Resources and the electrical utilities on this initiative.</li> </ul> <p><u>Green Economy</u></p> <ul style="list-style-type: none"> <li>○ Partnered with the Departments of Innovation, Trade and Rural Development and Finance to study the "green economy" in Newfoundland and Labrador. This work includes better understanding the size of the "green" economy in the province, identifying opportunities, and consideration of how best to advance "green" economic activity and jobs in the province. This work is expected to be finalized in 2011-12.</li> </ul>
Strengthened the province's engagement with external stakeholders on climate change, energy efficiency and emissions trading.	As highlighted above, the release of the public discussion document on climate change and energy efficiency and hosting 13 consultation sessions were the signature efforts undertaken by the Office in the past year to engage external entities and stakeholders. A round of consultations with the large industrial companies and bilateral meetings with organizations, such as the electrical utilities, complemented this larger consultation process.

	<p>The Office also gave presentations at several forums, in addition to those highlighted above under the indicator on intergovernmental work, including:</p> <ul style="list-style-type: none"> <li>○ In April 2010 to the Newfoundland Environmental Industries Association annual conference. The presentation focused on the opportunities and challenges associated with climate change.</li> <li>○ In October 2010 to the Wood Pellet Conference hosted by the Canadian Institute of Forestry, the Canadian Bioenergy Association and the Provincial Government. The presentation explored the implications of climate change on wood pellet development.</li> </ul> <p>Worked to establish stronger relationships with stakeholder organizations in the province such as the Newfoundland and Labrador Environmental Industries Association, Conservation Corps of Newfoundland and Labrador, Sierra Club of Canada, Building Owners and Managers Association and Municipalities Newfoundland and Labrador. Outside the province, these efforts included working with The Climate Registry and the International Institute of Sustainable Development.</p> <p>In addition to working with external stakeholders, the Office engaged the Nunatsiavut Government and Innu Nation to strengthen the dialogue on climate change impacts and adaptation in northern Labrador. The Office also represented the province at the "Tukisinnik" community research forum held by the Nunatsiavut Government in June 2010, and at a forum on climate change in northern Labrador which met in Ottawa in December 2010 during a national forum on arctic research.</p>
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## 8.0 Opportunities and Challenges

### Opportunities

The expected release of a new Climate Change Action Plan and Energy Efficiency Action Plan in 2011-12 marks a major milestone in the Office's work and the direction of the Provincial Government on these policy issues. These documents will articulate government's long-term policy approach and will set an ambitious course to meet commitments to reduce GHG emissions, improve energy efficiency, and enhance resilience to climate change.

The Action Plans are expected to generate further policy and program development, intergovernmental and interdepartmental engagement, and work to strengthen the evidence base on climate change and energy efficiency. These efforts will cover areas including, among others, raising public awareness, reducing GHG emissions in the industrial sector, greening government operations, supporting research and development, market transformation for low GHG-emitting and energy efficient goods and services, and strengthening our understanding of the likely impacts of climate change and developing the right tools to enhance resilience.

Public awareness and understanding is critical to supporting long-term and transformative action on climate change and energy efficiency. The Office will seek to build public awareness in the future through the development and implementation of a public awareness campaign. The campaign will seek to promote understanding and highlight the importance of climate change and energy efficiency and increase the awareness of actions that can be taken.

Promoting action on energy efficiency across economic sectors will be a major priority of the Office as it moves to oversee the implementation of the two action plans. Energy efficiency has environmental, social and economic benefits which range from the reduction of greenhouse gas and local air pollutants to lower household fuel bills and enhanced business competitiveness.

A key part of the Office's activities in future years will involve working collaboratively with other governments and external entities and stakeholders. The Office's recognizes the importance of such engagement to inform analysis, understand various perspectives, and give profile to the province's commitment to take action on these challenging policy issues. Strengthening this engagement, including in regional, national, international forums, will help the province learn from the initiatives taken by other jurisdictions and support robust consideration of the right directions for Newfoundland and Labrador.

### Challenges

Climate change is a challenging global issue. The latest science from authoritative bodies such as the Intergovernmental Panel on Climate Change indicates that the problem is more serious and urgent than previously thought. The Earth's surface has warmed by approximately 0.75°C since around 1900 and each of the last three decades have, in turn, been the warmest on record. Looking forward, scientists predict that average global temperatures will rise by between 1.1°C and 6.4°C by 2100, depending on the volume of greenhouse gases emitted in the future. In Newfoundland and Labrador, these changes will have adverse impacts which could include sea-level rise, more severe major weather events such as flooding, higher temperatures and more precipitation.

Globally, governments have committed to take action. International agreements, such as the United Nations Framework Convention on Climate Change and Kyoto Protocol, establish commitments for national governments, like the Government of Canada. The Federal Government must then work to implement in partnership with provincial and territorial governments. In Canada, the federal government has moved forward in areas such as renewable fuel development, vehicle efficiency regulations and phasing out of coal-fired electricity generating plants, but the direction for other major sources of GHG emissions remains under development. The federal government has committed to reduce its GHG emissions by 17% below 2005 levels by 2020 but, in a recent presentation to the United Nations, it stated that the current suite of announced measures in Canada would only deliver 25% of the reductions required to meet that target. Meanwhile, the international negotiations to establish a new global climate change agreement to replace the Kyoto Protocol are still ongoing and consensus on next steps remains elusive.

In Newfoundland and Labrador, the Provincial Government has committed to pursue the regional GHG reduction targets of the NEG-ECP on a provincial basis. Looking forward, this includes reducing provincial GHG emissions by 10% below 1990 levels by 2020. The



development of the Muskrat Falls hydroelectric project will deliver a large share of the reductions required by that time but additional efforts will be required to achieve the target as new industrial developments are expected between now and 2020 which will put upward pressure on provincial GHG emission levels. The release of the Climate Change Action Plan in 2011-12 will set the province on a course to pursue that commitment, but the extent and success of actions by all parts of society to reduce emissions will impact on the province's ability to meet this commitment.

The province has committed to improve its performance on energy efficiency. In 2010, the NEG-ECP committed to reduce energy demand by 20% by 2020 from business-as-usual projections. This builds on a related commitment by the Council of the Federation in 2008 to improve energy efficiency by 20% by 2020. Taking action on energy efficiency offers considerable opportunities for the province but there are barriers to overcome including low awareness of the most cost-effective options for households and businesses, and the time needed to gather information and take action. Achieving this target will be extremely challenging and require a sustained and comprehensive approach to promote better awareness and actions by all parts of society. The Energy Efficiency Action Plan will provide government with the roadmap to move forward when it is released in 2011-12.

The impacts of climate change in Newfoundland and Labrador also present challenges. Newfoundland and Labrador's geography, economy, and culture have been shaped by the sea and it will be affected by changes to the ocean like sea-level rise and coastal erosion. These and other impacts, such as increased storm activity and flooding, could affect forestry, agriculture, wildlife, the marine environment, infrastructure and our communities. The Climate Change Action Plan will support government in its work to develop the information and capacity needed to make the right decisions, and embrace new ways of thinking and planning so that the province is more resilient and well prepared for the future.

## 9.0 Financial Summary

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the year ending March 31, 2011. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process. The Office is not required to submit a separate audited financial statement.

Item	2009-10 Budget	2009-10 Revised
Salaries	\$757,400	\$573,900
Employee Benefits	\$5,000	\$5,000
Transportation and Communications	\$50,000	\$80,000
Supplies	\$20,000	\$25,000
Professional Services	\$200,000	\$170,000
Purchased Services	\$20,000	\$38,000
Property, Furnishings and Equipment	\$10,000	\$5,000
Total	\$1,062,400	\$898,600



## Appendix A

### STRATEGIC DIRECTIONS

Strategic directions are the articulation of desired physical, social or economic outcomes that normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The direction related to the Office of Climate Change, Energy Efficiency and Emissions Trading is provided below.

Title: Climate Change and Emissions Trading

Outcome: A province that has improved its response and adaptation to global climate change.

Components of Strategic Direction	This Direction is Address in entity's		
	Business Plan	Operational Plan	Work Plan
Developed Strategies	X		
Determine the environmental and economic impacts of emissions trading		X	

Title: Energy Efficiency

Outcome: Strengthened government's capacity to undertake energy efficiency programs and services.

Components of Strategic Direction	This Direction is Address in entity's		
	Business Plan	Operational Plan	Work Plan
Develop an Energy Efficiency Strategy	X		
Energy Conservation and Efficiency Partnership	X		